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Centre for Open and Lifelong Learning

FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2020

ASSIGNMENT 2

SMALL AND MEDIUM ENTERPRISE STRATEGY

(BES712S)

BES712D 2020 S2 ASSIGNMENT 2 FEEDBACK

ASSIGNMENT 02:

Based on the knowledge that you have acquired from the above mentioned Ten Strategic Management Tools document, discuss and illustrate by means of calculations; figures or tables how you would apply each of the ten strategic management tools. Apply an MANUFACTURING example in your discussion with regards to the specific or required variables for each of the 10 strategic management tools in this discussion.

100 marks

TOTAL: 100 marks

Your answer to the above mentioned assignment has been assessed as follows:

- Application and reference to the **relevant theory** contributes a 40% weight to the final mark;
- Your discussion should not have been merely listing, naming or providing the facts from other sources, but should have been **well and uniquely argued**. This discussion contributes an extra 10% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- Use of your **own words** in your answers or discussion contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- Use of **practical examples** to clarify or further explain the concepts in your answer contributes an extra 10% of the mark obtained for the relevant theory discussion in point one above to the final mark;
- When you refer to certain sources in your answers, you should have applied the APA House style referencing technique. **Correct referencing** in your answer contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above;
- The correct use of the **English language, grammar, spelling and syntax** in your answer contributes an extra 5% of the mark obtained for the relevant theory discussion in point one above;
- Your final mark was lastly adjusted according to the indicated **Turnitin similarity %** on a sliding scale. If the indicated similarity % is less than 20%, you were credited with an additional **25%** of the mark obtained for the relevant theory discussion in point one above. A sliding scale have been applied if the indicated similarity % is higher than 21% as follows: an extra **20%** of the mark obtained in point one above was added if your similarity % is between 21 – 30%; an extra **15%** of the mark obtained in point one above was added if your similarity % is between 31 – 40%; an extra **10%** of the mark obtained in point one above was added if your similarity % is between 41 – 50%; an extra **5%** of the mark obtained in point one above was added if your similarity % is between 51 – 60%; If your similarity % is higher than 60%, you have received no additional marks added to your final mark.

The following rubric was applied to assess your answer:

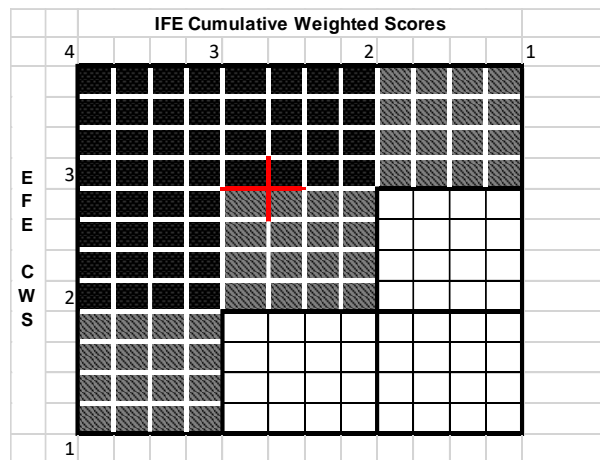
Criteria	Weight	No performance Factor 0	Almost no performance Factor 1	Poor performance Factor 2	Less than average Factor 4	Average performance Factor 5	Better than average Factor 6	Good performance Factor 7	Excellent performance Factor 8	Almost perfect Factor 9	Perfect performance Factor 10
Theory	40%	No reference to relevant theory provided	Almost no reference to relevant theory	Poor reference to relevant theory	Less than average reference to relevant theory	There is an average reference to relevant theory	There is a better than average reference to relevant theory	There is good reference to relevant theory	The reference to relevant theory is excellent	Reference to relevant theory is almost perfect	Reference to relevant theory is perfect
Discussion	10%	No discussion included versus only naming/listing or provision of relevant facts	Almost no discussion included versus only naming/listing or provision of relevant facts	Poor discussion included versus only naming/listing or provision of relevant facts	Less than average discussion provided versus only listing/naming of facts	There is an average application of discussion in the text	Better than average discussion included in the text	A good discussion was presented	Excellent discussion presented	Almost perfect discussion presented	Perfect discussion presented
Own words	5%	No use of own words in discussion	Almost no words used in discussion	Poor use of own words in discussion	Less than average use of own words in the discussion	There is an average use of own words in the discussion	Better than average use of own words in the discussion	A good use of own words was included in the discussion	Excellent use of own words in the discussion	Almost perfect use of own words in the discussion	Perfect use of own words in the discussion
Examples	10%	No use of appropriate examples in the discussion to clarify/justify arguments	Almost no use of appropriate examples to clarify/justify arguments	Poor use of appropriate examples in the discussion to clarify/justify arguments	Less than average use of appropriate examples to clarify/justify arguments	There is an average use of appropriate examples to justify/clarify arguments	Better than average use of appropriate examples to clarify/justify arguments	Good and appropriate examples were presented in the answer	Excellent use of appropriate examples were presented to justify/clarify arguments	Almost perfect use of appropriate examples were presented to justify/clarify arguments	Perfect use of appropriate examples were presented to justify/clarify arguments
Sources	5%	No quoting of sources in APA House style referencing technique throughout text	Too few sources quoted in APA House referencing style throughout text	Poor quoting of sources in APA House style referencing technique throughout text	Less than average quoting of sources in APA House style referencing technique throughout text	Average application of APA House style referencing technique	Better than average application of APA House style referencing technique	Good mastery of APA House style referencing technique	Excellent application of APA House style referencing technique throughout text	Almost perfect application of APA House style referencing technique	Perfect application of APA House style referencing technique
English	5%	Flawed application of English language/grammar spelling/syntax throughout text	Almost no correct application of English language/spelling grammar/syntax throughout text	Poor application of English language/grammar spelling/syntax throughout text	Less than average application of English language/grammar spelling/syntax throughout text	Average application of correct English language/grammar spelling/syntax	Better than average application of English language grammar spelling and syntax in text	Good use of English language grammar spelling and syntax	Excellent use of English language grammar spelling and syntax in text	Almost perfect use of English language grammar spelling and syntax in text	Perfect use of English language grammar spelling and syntax in text
Similarity%	25%	A similarity % exceeding 60% is unacceptable	A similarity % between 56 and 60% is extremely poor	A similarity % between 51 and 55% is poor	A similarity % between 46 and 50% is accepted at a less than average level	A similarity % between 41 and 45% is average and acceptable	A similarity % between 36 and 40% is better than average and acceptable	A similarity % between 31 and 35% is good and acceptable	A similarity % between 26 and 30% is excellent and acceptable	A similarity % between 21 and 25% is almost perfect and acceptable	A similarity % of 20% or less is perfect and acceptable

Half of the theory marks should be accredited to an answer that refers to the relevant underlying theory and half of the marks should be accredited to an answer that refers to specific **MANUFACTURING** industry activities (not only mentioning generic terms).

The maximum marks could only be allocated for the underlying theory if the answer has similar meanings or explanations to support the context and arguments or key words/sentences contained in the list of components supporting the procedures and strategic tool models as presented in the list provided below:

IFE: INTERNAL FACTOR EVALUATION		IR	PR	WS
KPI's				
STRENGTHS	1			
	2			
	3			
	4			
	5			
WEAKNESSES	1			
	2			
	3			
	4			
	5			
				CWS

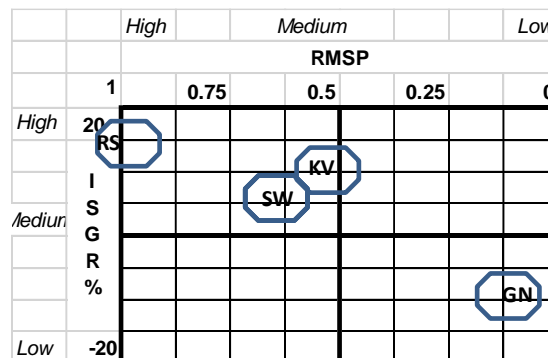
EFE: EXTERNAL FACTOR EVALUATION		IR	PR	WS
KPI's				
OPPORTUNITIES	1			
	2			
	3			
	4			
	5			
THREATS	1			
	2			
	3			
	4			
	5			
				CWS

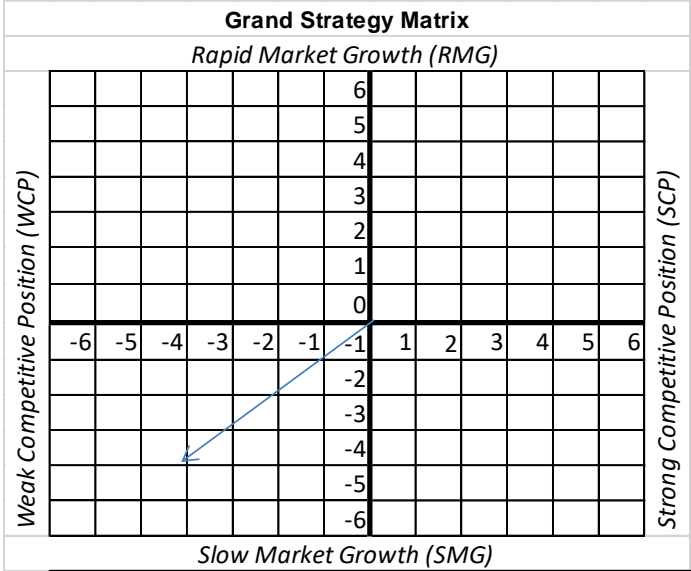
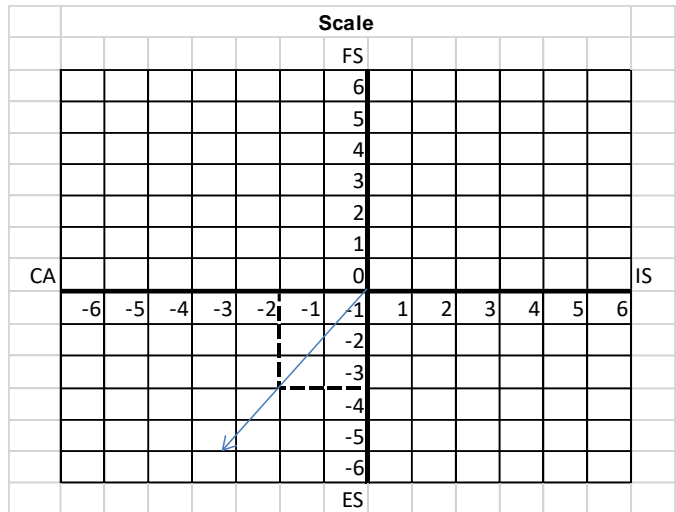


CPM: COMPETITIVE PROFILE MATRIX		CPY 1		CPY 2		CPY 3		
CSF's		IR	PR	WS	PR	WS	PR	WS
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
								CWS

STRENGTHS & OPPORTUNITIES	WEAKNESSES & OPPORTUNITIES
Customer relations personnel should engage with customers & potential customers to build relationships in this growing market (S1, O1)	
Emphasize excellent service in order to capture further market share in order to realise good profits (S2, O4)	
Invest N\$0.5mil in infrastructure/truck in order to capatilize on the good reputation and ability to deliver (S1, O6)	
	Increase remuneration levels of well-performing employees in order to maintain or sustain their motivation and grow the business with their inputs (W1, O1)
STRENGTHS & THREATS	WEAKNESSES & THREATS
	Train and educate all employees regularly for free and provide extra non-monetary benefits in order to maintain their commitment to the enterprise (W6, T1).
Use the employee's training and experience in order to minimise the risks associated with market turbulence and uncertainty (S2, T8)	

	RMSP	ISGR%
SW	0.643	5
KV	0.504	10
RS	1	15
GN	0.247	-10





		Strategic Alternatives			
		<i>Building 3 extra rooms</i>		<i>Refurbish with new furniture</i>	
Weight: W		AS	TAS	AS	TAS
0.11		4	0.44	3	0.33
0.08		3	0.24	2	0.16
0.05		3	0.15	2	0.10
0.09		2	0.18	1	0.09
0.16		4	0.64	3	0.48
0.18		2	0.36	4	0.72
0.06		2	0.12	1	0.06
0.13		3	0.39	1	0.13
0.14		4	0.56	3	0.42
1.00					
Weight: W					
0.13		3	0.39	4	0.52
0.11		4	0.44	3	0.33
0.06		4	0.24	3	0.18
0.07		2	0.14	1	0.07
0.08		2	0.16	1	0.08
0.08		3	0.24	2	0.16
0.12		1	0.12	2	0.24
0.04		1	0.04	2	0.08
0.03		3	0.09	2	0.06
0.09		2	0.18	3	0.27
0.05		3	0.15	1	0.05
0.02		4	0.08	3	0.06
0.02		1	0.02	2	0.04
0.10		3	0.30	4	0.40
1.00			5.67		5.03
					STAS

	Shares only financing			Debt only financing		
	Recession	Normal	Boom	Recession	Normal	Boom
EBIT	5.00	108.00	12.00	5.00	108.00	12.00
Interest	0.00	0.00	0.00	0.20	0.20	0.20
EBT	5.00	108.00	12.00	4.80	107.80	11.80
Taxes	1.75	37.80	4.20	1.69	37.73	4.13
EAT	3.25	70.20	7.80	3.11	70.07	7.67
No Shares	0.51	0.51	0.51	0.50	0.50	0.50
EPS	6.40	138.22	15.36	6.24	140.14	15.36

	20%	Share/Debt	80%	50%	Share/Debt	50%
	Recession	Normal	Boom	Recession	Normal	Boom
EBIT	5.00	108.00	12.00	5.00	108.00	12.00
Interest	0.16	0.16	0.16	0.10	0.10	0.10
EBT	4.84	107.84	11.84	4.90	107.90	11.90
Taxes	1.69	37.74	4.14	1.73	37.77	4.17
EAT	3.15	70.10	7.70	3.17	70.14	7.74
No Shares	0.50	0.50	0.50	0.50	0.50	0.50
EPS	6.30	139.75	15.40	6.34	139.17	15.46

The maximum marks could only be allocated if the answer integrates the specified industry, **MANUFACTURING**, properly. The answer will be evaluated based on the level of similar meanings or explanations to support the agricultural industry context and arguments or key words/sentences that describes specified elements/activities that could be associated with elements in the activities and relevant strategies (specific, not only generic strategies) as applied in the **manufacturing** industry. The list of key words/aspects provided below, guides decision-making in the allocation of marks:

- Integration strategies (backward; forward; horizontal): plus specific examples of sub-industries
- Market development: plus specific examples of sub-industries
- Market penetration: plus specific examples of sub-industries
- Product development: plus specific examples of sub-industries
- Diversification: plus specific examples of sub-industries
- Disinvestment: plus specific examples of sub-industries
- Retrenchment: plus specific examples of sub-industries
- Liquidation: plus specific examples of sub-industries
- Low cost: plus specific examples of sub-industries
- Differentiation: plus specific examples of sub-industries
- Low-quality & low cost: plus specific examples of sub-industries
- High quality & high cost: plus specific examples of sub-industries, etc...